



Defense Security Cooperation Agency



Strategic Plan

2006 - 2011



DEFENSE SECURITY COOPERATION AGENCY

WASHINGTON, DC 20301-2800

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From The Director

I am pleased to approve the DSCA Strategic Plan 2006-2011, which supersedes DSCA Strategic Plan 2003-2008. Our new plan articulates internal long-term policy, programmatic, and management goals and objectives in support of DoD Security Cooperation Guidance. It represents a major step forward in a process that began in our first Strategic Plan back in 1998 with a commitment to support our Foreign Military Sales stakeholders and has since grown to reflect the paramount role of Security Cooperation as the Department of Defense's principal means of engagement with foreign defense establishments.

The five goals in this Strategic Plan describe how we will accomplish our mission and achieve our vision. They commit us to improve our business processes and to develop and retain a performance-focused workforce that reflects our core values: integrity, excellence, and service. Supporting objectives specify agency actions and activities that make achievement of our goals possible.

Agency Principal Directors will report to me on a regular basis on the successes achieved and challenges encountered in meeting the goals and objectives of this Strategic Plan. All members of the DSCA team should be familiar with this Plan. Together, supervisors and employees will develop individual performance plans and job objectives that demonstrate the direct relationship of their work to DSCA's missions, goals, and objectives.

A handwritten signature in black ink, appearing to read "J. B. Kohler", is positioned above the printed name.

JEFFREY B. KOHLER
LIEUTENANT GENERAL, USAF
DIRECTOR

Mission

Lead, direct and manage security cooperation programs and resources to support national security objectives that

- Build relationships that promote U.S. interests
- Build allied and partner capacities for self-defense and coalition operations in the global war on terrorism
- Promote peacetime and contingency access for U.S. forces

Vision: Strength through cooperation, excellence, and innovation

Values:

Integrity – Honesty, Responsibility, and Accountability

Excellence – Knowledge, Commitment, and Professionalism

Service – Dedication, Innovation, and Responsiveness

To achieve our Mission and Vision, we have identified five

Goals

1. Build partner capacities, strengthen defense relationships, and support partner nations' abilities to fight the global war on terrorism and to participate in other coalition operations through focused security cooperation programs
2. Foster access and influence through the management and execution of assigned security cooperation programs and activities
3. Promote the growth of democratic ideals through international defense education, training, and other programs
4. Improve business processes and management of security cooperation programs.
5. Develop and retain a performance-focused security cooperation workforce

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Build partner capacities, strengthen defense relationships, and support partner nations' abilities to fight the global war on terrorism and to participate in other coalition operations through focused security cooperation programs.

Objectives

- 1.1 Support DoD Security Cooperation Guidance and Theater Security Cooperation Strategies.
- 1.2 Ensure transfers of US defense equipment and services are aligned with strategies and policies and support our goals for increased partner capacity.
- 1.3 Advocate security cooperation policies and programs within the U.S. Government.
- 1.4 Maintain an active relationship and outreach with the security cooperation community and stakeholders, to include the international customer, US industry, and other USG agencies.

“ We will help partners increase their capacity to defend themselves and collectively meet challenges to our common interests.”

National Defense Strategy, March 2005

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Foster access and influence through the management and execution of assigned security cooperation programs and activities

Objectives

- 2.1. Develop and execute security cooperation programs and activities to support DOD Security Cooperation Guidance objectives.
- 2.2. Establish an effective working relationship with the combatant commands to support their Security Cooperation Strategies and with the other designated supporting organizations in furtherance of the Security Cooperation Guidance and other national strategic objectives.
- 2.3. Maintain effective outreach to foreign governments and international organizations by working closely with security cooperation personnel worldwide.

“We will promote the security, prosperity, and freedom of action of the United States and its partners by securing access to key regions, lines of communication, and the global commons.”

National Defense Strategy, March 2005

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Promote the growth of democratic ideals through international defense education, training, and other programs.

Objectives

- 3.1 Direct, administer, and provide DOD-wide policy guidance and program management for the execution of international defense education programs, such as FMS, IMET, and other programs.
- 3.2 Manage the funding and facilitate the execution of the Counter-Terrorism Fellowship Program and Warsaw Initiative Funds.
- 3.3 Perform programming, budgeting, and financial management of the resources necessary to support the five Regional Centers for Security Studies.
- 3.4 Execute policy and administrative oversight activities that promote excellence throughout associated education and training institutions in the performance of their mission to produce security cooperation professionals and international training and education.

“The National Defense Strategy . . . seeks to create conditions conducive to respect for the sovereignty of nations and a secure international order favorable to freedom, democracy, and economic opportunity.”

National Defense Strategy, March 2005

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Improve business processes and management of security cooperation programs.

Objectives

- 4.1. Improve processes and productivity through the use of tools such as Performance Based Management, IT systems, and other mechanisms.
- 4.2. Sustain a culture of continuous improvement to streamline business processes.
- 4.3. Develop effective feedback and lessons-learned to improve overall management efficiencies

“We seek to foster a culture of innovation.”

National Defense Strategy, March 2005

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Develop and retain a performance-focused security cooperation workforce

Objectives

- 5.1. Recruit and retain highly qualified personnel.
- 5.2. Provide employees formal and on-the-job training tools and opportunities.
- 5.3 Create, implement, and refine initiatives to support a performance-focused workforce.
- 5.4. Recognize outstanding performance.
- 5.5: Instill teamwork as a vital part of conducting day-to-day business.

“High performance will become a way of life that defines the culture of the federal service.

- **The system will attract and retain talented people who will demand and deliver sustained excellence and high levels of performance.**
- **The civil service will use clear and carefully aligned performance incentives for individual employees, for teams, and for its leadership. In turn, these incentives will be tied clearly to reaching their agency’s mission objectives.**
- **Agencies will meet and exceed established productivity and performance goals.**
- **Accountability for results will be clear and meaningful, with positive rewards for success and real consequences for failure.”**

President’s Management Agenda 2001